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A+ grandparents at school

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ABSTRACT

Facing an aging society, where there is a large gap between generations and where the elderly are neglected, the Portuguese Red Cross – Delegation of Vila Nova de Gaia – created the project A+: grandparents at school, which encourages intergenerational work. After observing the positive results of the pilot project, the A+ team decided that the project has the potential to be scaled at a national level to enable it to contribute to the integration of the older people in the society, as well as for positive changes of individuals with regard to the elderly. This work project proposes a method to determine whether A+ can be scaled and what is the most efficient way to do it, establishing a process of scale that can be used by every non-profit organization.

Key words: Non-profit organization, Scaling process, Social impact and Intergenerational work.

INTRODUCTION

In today's society there is a problem concerning the old-aged. Due to all the sources to acquire knowledge, such as the Internet, wisdom is becoming less valued and elderly people are thought to hold out-dated views, they are underestimated. Also, children looking at them only see negative characteristics, but when we ask about their grandparents they only talk about positive ones.

Another problem that exists is related to the fact that children need to spend extra time at school because their parents work full time jobs. Therefore, creating intergenerational work after school is a great way to break down barriers between groups of people and to solve both problems, because the elderly can be a positive influence in the way they act or by transmitting customs and traditions.

To solve this challenge, the Portuguese Red Cross¹ - Delegation of Vila Nova de Gaia – created a project called A+ Grandparents at School that aims to improve the attitude towards the elderly and the aging process, targeting for a world where differences between generations are closer and value themselves.

A+ was designed for institutions geared for children wishing to join the community of elderly people in their daily lives, enriching and diversifying the learning contexts, and increasing its social impact.

In the pilot project, which took place in 2013/2014 in a public school (EB1 do Cedro) in Vila Nova de Gaia, 20 grandparents, 25 teachers and 346 children participated. With this project, after school, students stayed in with their grandparents to do some workshops. After the experimental period and comparing with the attitude before the implementation, 88% of the grandparents, 55% of the teachers and 49% of the children that participated in the project

¹ The Portuguese Red Cross is a non-governmental and non-profit humanitarian institution of voluntary and public interest. It is active in respect for international humanitarian law and acts with the core principles and recommendations of the international Red Cross and Crescent Red.

revealed a more positive attitude towards elderly people after the implementation. This attitude was analyzed through a questionnaire imposed to the participants before and after the project (See appendix 1). In addition, with the pilot project, the A+ team observed an increase in the mental health and on the social support of the grandparents.

Currently the project is only implemented in the area of Oporto. In that order it is aim to expand this project at national level because the problem concerning the old aged is present all over the country and through its expansion it is possible to maximize social impact. For that, a sustainable and strategic plan for an efficient and effective national scaling will be prepare, analyzing the possible implications of this process.

This work project is an important study to help future non-profit organizations developing its scaling process because nowadays these organizations cannot only act in their residential area since the social problems that must be addressed are, must of them, national problems. Also, the bigger the area of action to solve the negative externality, the higher the positive impact will be, creating a healthier society.

With this work project, it is intended to analyze various scaling solutions, to find the one that better fits a scaling process for non-profit organizations. After the formulation of this process, the main purpose is to apply it to A+, giving the ability to replicate their program, delivering high quality services with consistency. Hence, to structure an efficient scaling process, a brief description of the project is made before, as well as a literature review. After the application to A+, some recommendations and conclusions are going to be established.

CASE STUDY: A+ GRANDPARENTS AT SCHOOL

A+ - grandparents at school - was established to address the lack of integration of the elderly in the society.

A+ is managed by 4 psychologists, working full-time, who have the mission to create partnerships with schools to promote A+ and monitor the progress of the schools that are already part of the network, as well as helping them through the process.

Today the project is being scaled in Oporto's area and has 24 partnerships with schools, but A+ team pretends to expand it nationally. Because the society is becoming elderly and, according to the projections of INE², the number of the elderly will reach 2.95 million people in 2050 in Portugal, this project is of particular needed and its scaling process is essential to have a society that leverages the capabilities of the elderly instead of rejecting them.

To the team have financial possibility to monitor schools, these must pay an annuity of 95€ in the first year and 60€ for the remaining years. This tuition covers the certification, the entry in the A+ network, the consulting and, finally, the kit, which contains the implementation manual, the poster for dissemination and the identifications cards for the grandparents (volunteers) and the local A+ team (school teachers). The value of this tuition was studied to cover the costs of the operation.

The project's main financial expenses are with the development and distribution of the kits and the travels to schools (rental of vehicle and fuel). The project has financial support from the Portuguese Red Cross, which offers 11.897.42€ per year for the project A+. In addition, for 2015, they had 15.457€ from EDP Solidária because they won EDP's competition in 2014 and 5.000€ from the big incubation award. So far, these financial supports contributed to a positive evolution of the project.

The organization also has expenses related to the volunteers and the teachers of the potential partners because it is necessary to give them formation about the project and its activities before starting it.

² The Instituto Nacional de Estatística (INE) is the national statistics institute of Portugal.

LITERATURE REVIEW

As the objective of this work project is to develop a plan for the national scaling of the project A+ from the Portuguese Red Cross, which is a non-profit organization, the literature review begins with an overview of the concept of non-profit organization³ to characterize and explain them because non-profit organizations do not act in the same way as profit organizations. How to scale social impact, the consequence that moves us closer to or further away from the conditions of an ideal society, has become a key issue. Therefore, an analysis of scaling process will follow to decide which strategies are more relevant to A+ and future projects because nowadays social problems are not focus on a local community but on a national one.

Non-profit organizations

Non-profits organizations are an essential part of every community. They exist to provide benefits to members of the local community, delivering social services for people with disabilities, the social excluded and minorities, hospices and care facilities for frail older people, international humanitarian assistance, advocacy groups and local community associations. These areas are riddled with externalities, and operating in them involves trust and a concern for public goods (Anheier, 2000).

The non-profit sector is composed of entities that are organized, which means that have structure and regularity in their operations, are private, hence are institutionally separate from the government, even though they may receive support from governmental, and are self-governing having their own mechanisms for internal governance. Also, this sector is characterize by non-profit distribution, hence they are not primarily commercial in purpose and do not distribute profits, and by voluntary act, such as membership, participation or contributions of time or money (Campos, Wojciech, Hairel & Salamon, 2004).

³ It is important to explain what a non-profit organization is since it is the identity of the Portuguese Red Cross. In addition, to become aware that non-profit usual operates in its local community, but with the scaling process it will act in more than one locality, dispersing across the country and maximizing its social impact.

As explained above, non-profit organizations operate in local communities to solve a negative externality, which are generated by production or consumption and are imposed on third parties. When this externality occurs at a national level, it is important to scale a non-profit that can solve the problem in order to drive social change. Non-profit can scale their solution when they have already shown positive results in improving the local community, such as the Development Studies Center which helps students develop academically, ethically, socially and emotionally in afterschool programs. In 1999, these programs were adopted in 1250 classrooms; today, after dissemination, the adoption rate exceeds 25000 classrooms and the organization is approaching \$20 million in annual earned revenues.

Strategic planning has been used as a tool for transforming, revitalizing and scaling non-profit organizations, providing guidance in fulfilling a mission with maximum efficiency and impact. It helps an organization anticipate and respond to changes by clarifying its mission and goals, targeting spending, reshaping its programs, fundraising and others aspects of operations (Mittenthal, 2002), such as where, why and when to scale. In order to develop a sustainable strategic and business plan it is necessary for the non-profit to have a comprehensive grasp of external opportunities and challenges, as well as the organization's strengths and limitations. It is very important to define goals and objectives and also strategies and tactics in order to implement with success the plan, such as a national scaling plan.

Scaling process

There are several definitions and ways to think about scale, including replication, expansion and adaptation to new areas or populations (GEO Topic 1, 2011). Scaling social impact is a plan for creating a special blend of capabilities that fit well with an organization's theory of change and its surrounding ecosystem (Bloom, P., 2012). Scale up usually refers to taking a tested concept, pilot project and expanding it, in terms of people served, revenues generated or others targets (Creech, 2008).

Before performing the scaling plan, it is important to ask, “What should be scaled, why, where and how?” (GEO topic 3, 2011) and ask what kind of network to build (Bradach, 2003). Because replicating programs requires resources, it is important to ask if there is enough substantive evidence of success to justify replication (Bradach, 2003). Therefore, clarifying the value proposition, develop an activity system for the innovation, design an efficient business model as well as assess its potential impact are four important steps when we pretend to develop a new business model. This last step is done through five dimensions: scalability, sustainability, impact multiplier, reliability and replicability (Santos, 2009).

Spread social innovations as an organizational model (mobilizing people and resources to serve a common purpose), as a program (set of actions that serve a specific purpose) and in terms of principles (general guidelines about how to serve a given purpose) are the three most common forms of scaling (Dees et al, 2002). In addition, there are 3 ways for social entrepreneurs spread their impact: dissemination, affiliation and branching. Dissemination is actively providing information, affiliation is a formal relationship defined by an ongoing agreement between two or more parties to be part of an identifiable network and branching is the creation of local sites through one large organization (Dees et al, 2004).

There is a wide range of possibilities to determine the path for scaling and to verify if the project is ready to be scaled-up. The SCALERS model, which recognizes growth as a function of the resources, identifies 7 different potential drivers for scaling social impact: Staffing, Communicating, Alliance building, Lobbying, Earning generation, Replicating and Stimulating market forces (Bloom, P. N. & Chatterji, 2009).

In the SCALERS model, the first organizational capability, Staffing, refers to the recruitment, training and retaining talented people, hence the ability of social entrepreneurial organization to acquire, develop and maintain the necessary human capital (Bloom, P. & Smith, B. 2010). Communicating is the art of persuading someone to support his or her work or cause. Alliance

building means partnering with other entities such as community groups or government, therefore is related with the development of social capital. Lobbying has to do with persuading legislatures and regulatory authorities to make the cause more effective, hence focused on the development of political capital. Earning generation refers to the revenue generated by the operations that lead to the increasing numbers of social programs. Replicating means making it easier for others to copy what the organization does, providing access to their information. Finally, the last organizational capability, stimulating market forces, pretends stimulate all the agents necessary for scaling.

Another model to test and refine any approach to scale is the Five R's: Readiness, Receptivity, Resources, Risk and, finally, Returns (Dees, J. et al, 2002). Readiness concerns both the innovation and the organization, while receptivity can be seen as the readiness of others groups, such as institutions or communities, to embrace a social innovation. Resources represent what is necessary for the organization to drive the scaling path. Risk has two different dimensions as Readiness, innovation and organization. It is the cost of failure, which includes investment of time, money and resources, and also the reputation and credibility of the organization.

Summing up, based on the existing literature review, this work project aims to take the advantages of each research and create an efficient and low cost scaling process, which is based on the organization's capabilities (Scalers model) as well as the potential impact of the project, consisting on 4 interdependent steps. It is important to remind that scaling social projects depends on the reactions and actions of the target population, thus it is not possible to achieve it all the time. However, the scaling process chosen is easy to apply, verifying the ability of the social organization do proceed with it.

SCALING PROCESS

Before scaling a project it is important to evaluate the market demands and the opportunities to scale it. First of all, the non-profit must identify if the problem trying to combat exists in more than one locality. If so, it is time to explore the market to find out two important factors: if there are already some social institutions combating the problem (alternatives) and, if yes, if the results are being significantly positive; and what is the capacity of the organization to combat the negative externality.

Thus, a non-profit needs to follow 4 phases to have a complete strategic plan. The first one is to define the important concepts and goals, answering to 4 questions, explaining the value proposition of the project and verifying if it is scalable or not:

1. What? – The answer consists on a detailed description of the project and its mains features, as well as its benefits to the community.
2. Where? – It is expected to talk about the current(s) location(s) and the target locations that the organization plans to reach.
3. Why? – At this point the non-profit has the chance to justify its mission through the explanation of the problem. It is important to underline that the private sector does nothing to solve the problem and that is why the non-profit needs to step in.
4. How? – This answer is the most complex. It is expected to define the strategy, detailing, in theory, each level of the process, identifying the pros and cons.

After answering these questions, the non-profit needs to verify if its project is scalable for its target locations. To determine if the project is scalable or not, we use the Scalers model, which, as has been said in the literature review, represents seven organizational capabilities: Staffing, Communicating, Alliance-Building, Lobbying, Earnings Generation, Replicating and Stimulating market forces. This model was chosen because it determines which factors contribute to the success when social entrepreneurs scale up their efforts, thus offers a roadmap for social entrepreneurial organizations interested in growing their impact.

For each capability, the organization must check some topics to find out which capabilities are more abundant and which are scarcer to the project. It is important to highlight that the non-profit does not need to have the seven capabilities improved. However, how many more are developed, the better for the organization, thus improving most of them should be a goal to the organization. In this way, the non-profit must answer the following statements:

Table 1 - The seven organizational capabilities of the Scalers model

<u>Capabilities</u>	<u>Statements</u>
<u>Staffing</u>	<ul style="list-style-type: none"> • Capable volunteers? • Managers with the necessary skills to expand the organization?
<u>Communicating</u>	<ul style="list-style-type: none"> • Communication with the target community? • With donors?
<u>Alliance-building</u>	<ul style="list-style-type: none"> • Partnership with other organizations that have been win-win situations for both? • Accomplished more through joint action than alone?
<u>Lobbying</u>	<ul style="list-style-type: none"> • Government agencies that support the project? • Regulations that support the project?
<u>Earnings Generation</u>	<ul style="list-style-type: none"> • Revenues from the project? • Different ways to finance the project?
<u>Replicating</u>	<ul style="list-style-type: none"> • The project can work effectively in multiple locations? • Easy to replicate?
<u>Stimulating Market forces</u>	<ul style="list-style-type: none"> • Is it possible to trust market forces to help resolve social problems?

Following this first phase of the strategic plan, any non-profit organization can verify if its project is scalable.

If the non-profit conclude after this step that the project is effectively scalable, it needs to proceed with the second phase by developing the activity system for the scaling process. This activity system, which vary from non-profit to non-profit due to the different goals that each of them establish, consists on a description of the users and the central activities of the project.

After this development, the non-profit needs to design its scaling model, which represents the third phase. The scaling model for a non-profit involves judgment, experimentation and continuous evaluation, and includes the requirements that are critical for the success of the

project, as well as the rules that ensure a proper functioning. Thus, this step represents a developed answer of the question “how?”.

The last phase characterizes an assessment of the potential impact of the model, in order to perform a better follow up of the project. This should be made through four dimensions: scalability, sustainability, reliability and replicating. For each, a question needs to be answer in order to analyze the impact of the project in the community.

1. Scalability: Can the activity grow several orders of magnitude?
2. Sustainability: With the scaling process, people keep contributing to the project?
3. Reliability: With the scaling process, the level of quality remains the same?
4. Replicating: Simple to explain to potential partners, clients and replicators?

It can be conclude that this model of strategic plan can be used by all kind of non-profit organizations that pretend to study if its projects can be scaled maximizing its social impact and without creating weakness to them. This model represents an inexpensive and efficient method to check which are the opportunities to scale and how to perform it.

CASE STUDY: TESTING THE SCALING PROCESS

The main goal of this work project is to develop a strategic plan for a scaling process that can be implemented for the social project A+: grandparents at school. Consequently, in this part, the strategic plan defined above is going to be applied to A+, to observe the possibilities to scale it and to study the most efficient way to do it.

1st phase: Value proposition and verification of its scalability.

In this phase we are going to answer to the four main questions (what, where, why and how) and to perform the Scalers model.

Questions and answers:

1. What? – It is aim to scale the project A+, grandparents at school, developed by the Portuguese Red Cross’s Delegation of Vila Nova de Gaia. The purpose of this project is to

change the negative attitudes toward the older people and the aging process as well as increase the intergenerational work, improving and maximizing social equity, human health and access to opportunity and community vitality.

2. Where? For now, A+ is being scaled in Oporto area, but it is expected to be nationally scaled, since all over the country we verify the 2 problems explained in the introduction: Portugal has an aging society as the average age of living is increasing and there are fewer births, being one of the five countries in the UE with more old people (65+ years); and on the other hand, children need to spend extra time at school since their parents work full time jobs (8hours per day) to support the family. However, we need to study the capacity and resources of the delegation of Vila Nova de Gaia to cover Portugal with A+.
3. Why? According to QREN⁴, in the last years, Portugal suffered wide demographic changes with significant social, economic and cultural implications. These changes were characterized by a gradual increase in the proportion of the elderly population and in a reduction of the young population. In 2014, in Portugal there were 2.087.505 elderly people, which corresponded to 20,1% of its population. This percentage corresponds to an increase of 3,6% of elderly people comparing to 2001 and of 8,6% comparing with 1981. One negative implications of this growth was the implementation of barriers that the society puts to the elderly; therefore this national problem needs to be solved. If this project is scaled it will have more impact, contributing to a society of equalities and will extinguish the barriers.
4. How? Because there are only 4 members developing full-time the project and giving counseling to the schools and other organizations that decide to participated, it is not possible to know if they will have enough resources to scale the project straightaway at a

⁴ Quadro de Referência Estratégica Nacional defines the leading vectors in which the distribution of the money ministered by Portugal by channelling of the European Union must follow, in order to guarantee a correct application of the money.

national level. Thus, the best way to scale it is by regions because the project can be tested at every phase and, if necessary, the team can perform some changes for each specific region according to their manners. The main idea is to scale A+ in the entire Oporto area and then make an analysis about its perform and its visibility in the society. After that, the necessary changes will be made and the scaling process will continue to the rest of the north area. Subsequently, the project will be implemented in the central area and only after that in the South area of Portugal. Hence, this process will be time consuming, but not expensive, so it can be done in an efficient way, creating a positive impact to the society.

In this part it is verified, using the Scalars model, which of the 7 organizational capabilities are the most developed and which are the scarcest to A+.

Table 2 - Application of the Scalars model to A+: grandparents at school

Capabilities	Statements
<u>Staffing</u>	<ul style="list-style-type: none"> • <u>Capable volunteers?</u> Yes, the grandparents and also teachers at schools. In each workshop there must be a teacher of the adherent organization in order to help if a student or a grandparent need and to assist in the performance of the activities. Grandparents are selected by their availability, taste for teaching and their interest in being with children. • <u>Managers with the necessary skills to expand the organization?</u> For the North area there is enough members, however there should be a member with management capabilities focused on maximizing this project without losses. To the scaling process at national level, this parameter is not verified because only four members compose the A+ team. These members are unable to give advices and to follow all the adherent organizations because for that they need to have meetings and it is hard to cover Portugal with only four managers. Thus, this is a limited factor.
<u>Communica- ting</u>	<ul style="list-style-type: none"> • <u>Communication with the target community?</u> To present the project, first they establish a contact by phone to potential partners. After this, they have a meeting to explain the project in a detailed form. They also use social media (site, Facebook and Instagram) to advertise the project, the partnership they already have and which activities are being carried out. The brand Red Cross has a remarkable perception in society, which is a major advantage. • <u>With donors?</u> The principal donor to the project is the Nacional Portuguese Red Cross; therefore they need to communicate regularly, explaining the evolution and the needs of the project, as well as to present results that justify the investment made by them. This same procedure occurs for EDP, which had a competition that was won by the A+ team in 2014 (EDP Solidária 2014).

<u>Alliance-building</u>	<ul style="list-style-type: none"> • <u>Partnership with other organizations that have been win-win situations for both of them?</u> All the partnership, which they have with schools and other organizations, are win-win because without them the project could not be implemented and, in the case of the schools, they have workshops (music, culinary, traditional games, etc) that are performed by the grandparents who are doing volunteer work and, at the same time, they entertain the children. The team only creates partnership with schools that have interest in doing intergenerational work at long term. They also have a partnership with AMPorto (Metropolitan area of Oporto), which helps through the scaling process in the Oporto area. • <u>Accomplished more through joint action than alone?</u> This project was conceived to work in partnership with schools and others organizations that perform activities for young children; therefore the team cannot act alone.
<u>Lobbying</u>	<ul style="list-style-type: none"> • <u>Government agencies that support the project?</u> The only governmental organization that supports this project is the AMPorto, because the Portuguese Red Cross, which is the principal agency that gives support, is a non-governmental agency. • <u>Regulations that support the project?</u> They do not have regulations that support the project, but they agree that to create partnerships with public schools it is easy to have regulation. Thus, this is a limited factor to the scaling process.
<u>Earnings Generation</u>	<ul style="list-style-type: none"> • <u>Revenues from the project?</u> The only permanent financial revenue that this project receives is through the sales of the kit (30€) in the first year of the partnership, the annual certification A+ (15€), the advisory service (45€) and with the participation of the institutions in the network A+ with georeferencing (5€) during all the process. In the first year, a school must pay 95€ to have access to all these perks. After the first enrollment, the annual renewal costs 60€, covering the inclusion in the network A+, the advisory service and the certification A+. In 2014, the first year of the project, there was no revenue as it was only performed the pilot project, which served to study the operation of the project and assess what were the main flaws to solve. In 2015, the revenue of the project with the sales of the kit was equal to 830€. • <u>Different ways to finance the project?</u> They won the competition EDP Solidária 2014 and as a prize they get financial support for an entire year. The total of this prize was 15.457€. The Portuguese Red Cross gives 11.897,42€ per year for this specific project. In addition, they got financial resources from the prize of the Social Innovation World Forum and they won 5.000€ from the big incubation award. Another way to finance the project is through the 95€ that each school needs to pay in the first year of partnership and the 60€ for the next years. This payment made by the schools was studied in order to make the project self-sustaining as they realize that to get financial support at long term is complicated due to the financial crisis, which runs the country. So far, the team also collect 600€ in donations for the implementation of the project.
<u>Replicating</u>	<ul style="list-style-type: none"> • <u>The project can work effectively in multiple locations?</u> Yes, because each location has old people, children and organizations that promote education, and because the two problems, which have been in the creation of A+, are transversal to the country.

	<ul style="list-style-type: none"> • <u>Easy to replicate?</u> Yes, because the necessary partners to the project (schools) exists everywhere, even in the more remote locations. In 2014, in Portugal, there were 4645 schools for children from 6 to 9 years. Also, the problem that this project pretends to solve is a national one because the entire society is getting old, having, in 2014, 138,6 elderly per 100 young people (under 15 years), therefore it is important to create inter-generational work to change some concepts. <p>Additionally, the financial resources necessary to the implementation of the project are spent with the team, displacements to the schools (car and fuel), marketing (site), materials (flyers) and with the kit. Thus, these resources are easily available, not compromising replication.</p>
<u>Stimulating Market forces</u>	<ul style="list-style-type: none"> • <u>Possible to trust market forces to help resolve social problems?</u> With the pilot project, it was possible to verify that the A+ project can be efficient and that contribute to the citizenship through a greater relationship between generations, improving the society.

From this table we can take the following conclusions:

- Communicating, Alliance building and replicating are the most developed capabilities.
- Staffing, Earning generations and Stimulating market forces are developed capabilities but are not the most efficient when compared with the others three.
- Lobbying is a scarce organizational capability of the project.
- Because several of these capabilities are developed, the most important conclusion to be made is that A+ can be scaled. However, is important to develop the 7 capabilities in order to have a more efficient scaling process. The first capabilities that have to be improved are staffing, earning generation and stimulating market forces because these developments are easy to be made since only few improvements have to be done and it is possible to do it at short term. Lobbying will be difficult to improve at short term, but with the scaling process and the increasing awareness of the project it is possible to develop.

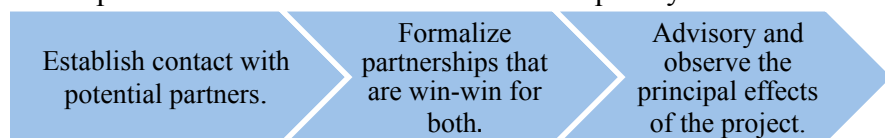
2nd phase: Activity system for the scaling process.

The first stage is to establish a contact with all the organizations that are potential partners around the Oporto area. The purpose of this is to inform these organizations of the project and its conditions as well as persuade them that it is a good bet. Hence the main goal is to raise partners that can increase the impact of the project.

Subsequently, it is time to formalize partnerships with those organizations that accept the challenge of doing intergenerational work with their students and grandparents. Following this, each organization can start the activities with the two different groups. The most frequent activities are workshop of music, culinary, gardening, painting and plastic arts, traditional games and couture. But each school can choose its activities.

The A+'s team offers specialized monitoring which is a win-win for both because schools have external help and advisory and, on the other hand, the team observe more effectively the results of the project, being in constant evaluation.

Afterwards, this process will be repeat but for the North area and consequently for the other areas of the country.



3rd phase: Scaling model.

The scaling process will be implemented in several phases. The first one, which is currently in force, is the implementation of the project in the Oporto area. After that, the scaling process will come into force in the remaining northern area.

Only after the project is scaled in the northern Portugal, we can proceed to the national scaling. This process needs to be done by different steps because as we observe with the Scalers model, the team is not big enough to implement the project in the entire country and they need to have more support as the one they have with AMPorto. Also, they need to create partnerships with public schools to maximize the impact. Therefore, it is recommended that they do the scaling process by zones as they have limited factors, blocking its efficiency at a national level. Additionally, doing it by zones will allow a more effective cost control.

It is also suggested, that during the implementation, several SWOT analyzes are made in order to analyze what are the strength of this project that need to be maintain, what weakness must be struggle, which opportunities are important to catch and which treats need to be exceed. In my opinion, these SWOT analyzes will help the team to expand nationally as they will be prepared for the potential threats that may rise during the implementation and may

correct the errors that are being made, thereby the process of national scaling will be done in a more efficient and careful way.

As it was said in the literature review, there are three mechanisms to spread the impact: dissemination, affiliation and branching. The best way to increase the impact of A+ is through affiliation because it represents an agreement between two or more parties, such as the partnerships between A+ and the schools.

As it was decided above, in each area of implementation, the first step is to establish a contact with potential partners. For this, a market study must be done in order to identify these potential allies. These potential partners will be schools and other type of organizations, which are involved in educating and teaching children. Due to the complication of creating partnership with public organizations, as the project does not have the support of governmental regulation, the most appropriate partners are private organizations. Nevertheless, establish a contact with public schools is also indispensable because they can join the process, increasing its impact.

After chosen the organizations of interest to the development of the project, it is essential to establish an initial contact, made by phone or e-mail, asking to schedule a meeting to explain A+. In this reunion, the team must present the project, its main goal and the results of the pilot project, in order to show that the project effectively contributes to the development of the society. Furthermore, the team must ensure that the school or organization has the capacity to actively implement the project, thus, if it has a room where the workshops can be given and, more important, if the children and their grandparents are interested in joining the project. Therefore, the team must guarantee a win-win partnership for both sides, avoiding losses.

Following the verification of future winnings for both sides, the contract can be formalize. Subsequently, the project can start with the advisory of the A+ team. It is expected two consulting actions per school, i.e. for each year of contract.

Hence, the process of scaling A+ is easy to perform because it does not involve too much bureaucracy, which facilitates the adherence by schools and its implementation.

On the other hand, the team needs to study the expenditures and incomes of the project in order to verify the viability of the project's growth. It is possible to sustain that there are two guarantee incomes: the annuity paid by the schools and the contribution given per year by the National Portuguese Red Cross (11,897.42€). The income that comes from the annuities reacts positively to the increase in the number of schools that are part of the A+ network.

It is an advantage for the project that the team continues to participate in competitions to publicize A+ and to receive monetary awards, such as the EDP Solidária 2014. These funds can be used to invest in assets that are beneficial for the project in the long run.

In terms of expenditures, the team has operational ones, which are related to the daily operations, and has capital expenses, which create future benefits to the project (investments).

The operational expenses are with the wages of the four members of the team, advertising and utilities, such as the telephone, travel and vehicles. With the scaling process, the wage paid is not going to be modified, remaining the same. The expenses associated to advertising should increase because the more advertising is made, the more recognition the project has to the society. This could be done by Internet advertising, leading more viewers to the site. The expenses spent on utilities will raise since, if it is assumed that with the scaling process more schools will join the A+ network, it will be necessary to travel more, make more phone calls and rental more often vehicles to visit the partners, which will be more than they are today.

Regarding capital expenditure, the team can invest in a vehicle instead of renting it and in office equipment, but, in principle, there will be no capital expenses because they already have the necessary assets to run the project.

For now, there is uncertainty whether the expected revenues are sufficient for the development of the project, however, as already mentioned, the annuity paid by the schools

was set to ensure the viability of the project and, also, there is the value given by the National Portuguese Red Cross. As a result, it can be assumed that during the scaling process in the northern area of the country, the revenues will be sufficient. For the scaling process at a national level, there is a risk because there is no certainty that these incomes will be sufficient, being one of the reasons to perform the scaling process by regions.

4th phase: Potential impact of the scaling model.

The main goal of this last step is to achieve a better follow up of the project with the help of the four dimensions described above:

1. Scalability: Can the activity grow several orders of magnitude?

Yes, it can through the private and public schools. Private schools are easier partners because they do not depend on government approval and have access to money more easily. On the other hand, to grow through the public ones, it is necessary to have the support of the city council because they could buy several kits for the schools of their affluence.

2. Sustainability: With the scaling process, people keep contributing to the project?

It is only through this process that the number of people contributing to it increases, because if the project does not expand, schools and other organizations do not create win-win partnership with the A+. Thus, the higher the level of scaling, more schools implement the project. For this to happen it is essential that grandparents want to be volunteers and to perform workshops, therefore with the scaling process, the numbers of volunteers rises.

3. Reliability: With the scaling process, the level of quality remains the same?

The more schools join the cause, better is the assessment made by the team, who can easily evaluate which are the most successful workshops, the most effective teaching methods used by their volunteers and which encourages more grandparents to do volunteer. It is possible to verify, through questionnaires, if these activities improve the quality of life of the grandparents. Hence, with constant evaluation, the project is focused on increasing the quality

so that the intergenerational work actually amends the negative perception that the society has of the elderly. Thus, it is possible to guarantee the quality or, if possible, increasing it.

4. Replicating: Simple to explain to potential partners, clients and replicators?

This project is really simple to explain because the schools and the other potential partners, as well as the society, perceive the importance of this project, since they are living it in the today's society. The problem that can emerge is that each school has its educational vision and methods, and despite sympathize with the project, some of them do not allow this type of mission in its establishment, which is a negative point to the project. One solution can be an agreement between the Portuguese Red Cross and the Ministry of Education because they can implement the project in schools.

As a result, exploring these answers, it can be settled that the project A+ effectively has a positive impact on the society, which positively follows its process of scaling.

RECOMMENDATIONS

After observed the application of the scaling process to the project A+, some recommendations must be done.

First, to keep true to the program and maintain quality control with effectiveness in leveraging resources, it is recommended that the organization invest in a new member to join the team with management skills, since the four members are psychologists. Someone with these skills will be focus on the success of the project through an efficient resource management.

Due to today's turbulent economic climate, there is considerable uncertainty whether the non-profit can afford the exponential growth and the continuous improvement. Therefore, despite the annuity that schools must pay to be part of the A+ universe be self-sustained, have continuous financial help is essential to the future success of the project. They also should establish partnerships with companies that provide services that are necessary to the

development of the project, for example, a partnership with a company that could develop the kits and another with a company to deliver them at a low cost or free of charge.

Finally, the best way to perform the scaling process is through the headquarters of the Portuguese Red Cross, since it can enforce the project to all its 149 local delegations. However, this only occurs if the headquarters verifies that the project contributes to a better society, that there is market demand and if there are positive results, such as an increase in the attitude towards the elderly by the children, teachers and grandparents participating in the project and also financial results (positive revenues).

CONCLUSIONS

The non-profit organizations, whose primary goal is to combat a negative externality, increasingly see the need to scale their project because the problems that they try to solve are beginning to grow national instead of remaining local. Although some may worry that scaling could result in a loss of their organization's feeling of intimacy and community, scaling is fundamental to achieve a greater integration by all the citizens.

While growth takes many forms, it invariably requires careful planning and willingness to embrace new ideas, therefore non-profit organizations must verify if they gather the necessary conditions to achieve scaling without having losses.

Through the literature review it was possible to understand the complexity of methods that can be performed in their scaling process. This process includes a comprehensive analysis so it can find out which are the benefits and failures of the project in order to verify if the scaling process can be accomplished successfully.

Facing the various methods, it was designed a suitable scaling process that can be easily applied and performed without additional cost to all non-profit organizations seeking to expand in order to maximize their social impact.

Due to the purpose of the Portuguese Red Cross – Delegation of Vila Nova de Gaia – to expand the project A+ grandparents at school at a national level and in order to test the establish model of scaling process, the same was applied to this project.

Subsequently, the application to A+ conduct us to the following results: analyzing the Portuguese environment, it is verified the importance of this project to give a step forward to a more equally society. It is difficult to confirm if it will have the capabilities to scale it at a national level because, as we observe with the scalers model, there are some limited factors, such as the number of members in the team. Despite that, it is expected that the team develop the seven capabilities described by the scalers model in order to expand the benefits of the project at a national level.

In addition, if A+ follow the recommendation to scaling through the Portuguese Red Cross' headquarters, the impact will be spread by two mechanisms: by affiliation, due to the partnerships between schools, and by branching, because the headquarters will impose the project to its 149 delegations, thus creating local sites through one large organization, generating more impact in the population through brand awareness. Finally, the A+ team must keep in mind that scaling is only a wealthy act if they focus on the quality of the impact.

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